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Minutes, College of Liberal Arts Executive Committee Meeting, Thursday, April 9, 2020

College of Liberal Arts Executive Committee

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EXECUTIVE COMMITTEE MEETING
April 9, 2020
Agenda

12:30 p.m. via Webex

- I. Approval of Minutes from March 26, 2020 EC Meeting
- II. Business
 - a. Tenure clock bylaws change
 - b. Fall 2020 academic calendar
 - c. FEC and All-Faculty Appeals slates
 - d. CLA faculty meeting agenda
- III. Reports
 - a. Curriculum Committee
 - b. Faculty Affairs Committee
 - c. Student Government Association



EXECUTIVE COMMITTEE MEETING

April 9, 2020

Minutes

PRESENT

Jennifer Cavanaugh, Dan Chong, Grant Cornwell, Donald Davison, Richard Lewin, Jennifer Queen, Paul Reich, Dawn Roe, Scott Rubarth, Emily Russell, Rob Sanders, Susan Singer, Anne Stone, Martina Vidovic, Matthew Weiner, Wenxian Zhang, Karla Knight.

CALL TO ORDER

Paul Reich called the meeting to order at 12:35 PM.

APPROVAL OF MINUTES FROM 3/26/20

Rubarth made a motion to approve the minutes from the 3/26/20 EC meeting. Zhang seconded the motion. Motion passed unanimously.

BUSINESS

Tenure Clock Bylaw Change

Attachment #1

Donald Davison

Because of the COVID disruption, the Faculty Affairs Committee has developed a bylaw that extends the tenure clock for faculty who are in the evaluation stream. It was modeled after the 2012 bylaw that was created for faculty teaching in the Bush Science Center when they were relocated to trailers during construction.

Following this model accomplishes the following goals: it includes all faculty in the tenure evaluation stream from Fall 2015 through Fall 2019 and gives them the flexibility as to when they would have to make the decision to request an additional year. In order to avoid defacto tenure situations we refer to stopping the clock as a non-counting year. Also, this will not interrupt faculty in years 1-3 of the evaluation stream as FAC feels it's important for faculty to stay on track for midcourse review so they can receive that feedback from FEC. The bylaw will expire/sunset once the conditions are met. Finally, FAC believes taking advantage of this bylaw should not preclude a faculty member from stopping their clock during parental leave.

Q: How many faculty will be impacted by this and what will the impact be on FEC load?

A: About 55 faculty are in the tenure stream right now. The impact on FEC is unknown.

Davison made a motion to approve the tenure clock bylaw change. Queen seconded the motion.

Motion passed unanimously.

Queen made a motion to conduct an electronic vote of the faculty. Zhang seconded the motion. Motion passed unanimously.

Fall 2020 Academic Calendar

Attachment #2

Martina Vidovic

Curriculum Committee will discuss potential changes to the existing academic calendar. Possible changes include delaying the start of fall semester by three weeks, dropping fall break, shortening Thanksgiving break to just Thursday and Friday, ending classes on December 18, and holding final exams December 20-23. Questions include, when would grades be due and would we drop intersession?

Q: Have you considered adopting a trimester system for just this year? This would include one fall semester and two semesters in spring.

A: Teaching on a 10-week term is a very different experience and we are already asking a lot of our faculty.

Q: If we drop intersession how will we accommodate seniors who need those two additional credits in order to graduate?

A: Perhaps we could develop more creative courses such as the current team-taught COVID course.

Q: What happens if we have a hurricane during the semester and have to close?

A: Finals would need to be shifted to after Christmas.

Q: Is this revised calendar a contingency plan?

A: The rest of the campus needs this decision as soon as possible. It takes a huge amount of effort to get the campus ready to bring students back.

Q: In a best case scenario if we are given the all clear to return to normal would we still stick with the new calendar?

A: Yes

Lewin made a motion to have the Curriculum Committee explore a revised academic calendar and bring recommendations back to EC. Queen seconded the motion. Motion passed unanimously.

FEC and All-Faculty Appeals Slates

Paul Reich

EC discussed the 2020-21 openings on FEC and the All-Faculty Appeals Committees, and the self-nominations we have received so far. Reich will call for nominations from the floor during the next faculty meeting and the slates will go to the full faculty via electronic vote.

Faculty Affairs Committee

Attachment #3

Donald Davison

Since the original Course and Instructor Evaluation (CIE) was designed for a full semester of in-class instruction, FAC feels it is no longer an appropriate instrument to use while we are teaching classes in a virtual environment. FAC has created a template for an alternative course evaluation faculty would have the option to use for Spring 2020. Faculty could modify the evaluation and it would be deployed through Qualtrics. FAC originally looked at using Canvas to administer the evaluation but anonymity could not be ensured as faculty have the option to toggle the anonymous response feature in Canvas.

Amy Sugar's team will create detailed instructions for faculty who wish to use this instrument.

ADJOURNMENT

Paul Reich

Lewin made a motion to adjourn. Rubarth seconded the motion. Meeting adjourned at 1:51 PM.

**BYLAWS OF THE FACULTY OF THE
COLLEGE OF LIBERAL ARTS**

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ARTICLE I

GENERAL GOVERNANCE

Section 1. The Bylaws of the Faculty of the College of Liberal Arts

These bylaws define the governance system for the Faculty of the College of Liberal Arts. The Trustees of the College (Rollins College Bylaws, Article IV) grant the faculty the right to "adopt for its own government such principles and bylaws as shall seem desirable to promote efficiency and facilitate work." All such principles and bylaws are subject to the rules, regulations and requirements of the Board of Trustees, the provisions of the Charter of Rollins College, and the laws of the state of Florida.

Section 2. Authority of the Faculty of the College of Liberal Arts

As stipulated in the College Bylaws (Article IV), the jurisdiction of the faculty lies in "all matters pertaining to the order, instruction, and academic discipline of the College, and . . . primary responsibility for the content, quality, and effectiveness of the curriculum of the College."

All recommendations falling within this jurisdiction become policy when approved by the faculty. All such policies shall be implemented by the appropriate administrators of Rollins College.

When policies and their implications are unclear, administrators will be guided by the advice of the appropriate committee.

Standing committees seeking clarification of policy implementation shall confer directly with the appropriate administrator.

Section 3. Approval of Administrative Positions

The Faculty of the College of Liberal Arts shall approve by majority vote administrative appointments to the positions of Dean of the Faculty and Dean of the Hamilton Holt School.

Section 4. Authority of These Bylaws

The standards set forth by the American Association of University Professors as published in AAUP Policy Documents and Reports, 1990 (or most recent) edition, when not in conflict with the College Charter, Rollins College Bylaws, and these bylaws, shall be binding on matters of academic freedom, appointments, tenure, faculty responsibility, and accountability.

ARTICLE II MEMBERSHIP AND SUFFRAGE

Section 1. Faculty Membership

The Rollins Trustees (Rollins College Bylaws, Article IV) define the faculty of Rollins College as consisting of "the President, the professors, and such other employees as may from time to time be designated by the Board of Trustees."

Section 2. Voting Membership of the Faculty

The following have the privilege of both voice and vote in meetings of the Faculty of the College of Liberal Arts: the President, the Vice President for Academic Affairs and Provost and all those holding full-time positions as artists-in-residence, executives-in-residence, practitioner faculty, lecturers, instructors, visiting faculty, assistant professors, associate professors, and professors, who are appointed either to academic departments of the College of Liberal Arts, to the Hamilton Holt School, or to the library and whose primary responsibility is to teach in the College of Liberal Arts; deans with faculty rank or holding tenure in the College of Liberal Arts; directors, librarians, and department chairs with faculty rank.

Section 3. Student-Delegates

There shall be nine student-delegates, selected by the Student Government Association, who enjoy the privilege of voice only.

Section 4. Attendance and Participation by Other Non-Members

All meetings of the Faculty of the College of Liberal Arts and its governance committees shall be open to observation by any employee or student of the College of Liberal Arts, provided, however, such open observation shall not apply in grievance considerations, including hearing on that subject. The right of a non-member to speak at meetings of the Faculty shall ordinarily be granted by the President of the Faculty or the chair of the committee. A non-member shall ordinarily be limited to a combined total of five minutes in which to speak. Exceptions to the practice of open meetings or to the limit of a combined total of five minutes of speaking time for a non-member shall require a vote of the members of the committee or the faculty.

ARTICLE III OFFICERS OF THE FACULTY OF THE COLLEGE OF LIBERAL ARTS

Section 1. The President of the Faculty

The Faculty of the College of Liberal Arts shall elect a President who shall serve as its

Executive Officer. The President of the Faculty shall call and preside at meetings of the Faculty and the Executive Committee of the Faculty. The President of the Faculty represents the Faculty of the College of Liberal Arts to the Administration and to the Board of Trustees, serves on the Executive Council, and shall be a tenured member of the Faculty. The standing committee chairs shall submit an annual report to the President of the Faculty on or before May 30 of each academic year. The President of the Faculty shall, on or before June 15 of each academic year, forward to the Faculty, the Provost, and the Dean of the Faculty a copy of all amendments to these bylaws which have been approved by the Faculty of the College of Liberal Arts in accordance with these bylaws. The President of the Faculty receives two courses of release time each year of service.

Section 2. The Vice President/Secretary of the Faculty

The Executive Committee of the Faculty shall elect from its membership the Vice President/Secretary of the Faculty of the College of Liberal Arts. The Vice President/Secretary of the Faculty shall be a tenured or tenure-track member of the Faculty of the College of Liberal Arts and shall compile and distribute the minutes of meetings of the Faculty and the Executive Committee of the Faculty. The Vice President/Secretary shall also be responsible for maintaining the definitive copy of these bylaws and evidence of all changes. In the absence of the President of the Faculty, the Vice President/Secretary shall preside over meetings of the Faculty of the College of Liberal Arts and meetings of the Executive Committee.

Section 3. Terms of Office

The term of office of the President of the Faculty shall be for two years, normally beginning on June 1. The President of the Faculty may not serve more than two consecutive terms. The term of office of the Vice President/Secretary of the Faculty shall be for one year, renewable for a second year.

Section 4. Election of the President of the Faculty

The Executive Committee of the Faculty shall solicit nominations for candidates for the office of President of the Faculty. The slate shall be published at least seven days prior to the election meeting. The election of the President of the Faculty shall be from this list of nominees and from any additional nominations made from the floor of the meeting of the Faculty. All nominations require the consent of the nominee.

Section 5. Recall

The President of the Faculty may be recalled at a regular or special meeting of the Faculty by a two-thirds vote of the faculty present and voting in quorum as defined in Article IV, Section 4 of these bylaws.

Section 6. Unexpired Terms of Office

Should a vacancy occur, the position of President of the Faculty shall be filled for the

unexpired term by Faculty election, as defined in Article IV, Section 2 of these bylaws. The Executive Committee of the Faculty shall prepare nominations for a special meeting of the Faculty of the College of Liberal Arts to achieve this end.

ARTICLE IV

MEETINGS OF THE FACULTY OF THE COLLEGE OF LIBERAL ARTS

Section 1. Regular Meetings

The Faculty of the College of Liberal Arts shall normally meet monthly during the academic year.

On occasion, the Faculty of the College of Liberal Arts may vote electronically on certain routine college business, including approving meeting minutes. In exceptional circumstances, the elected members of the Executive Committee of the Faculty may decide by a two-thirds majority to hold an electronic vote on other matters.

At least one meeting each semester of the Faculty of the College of Liberal Arts, or upon the request of the President of the Faculty, the Vice President of Student Affairs, or his or her designee, shall make a report to the Faculty about the state of the College of Liberal Arts in regard to student life.

Section 2. Special Meetings

Special meetings of the Faculty may be called by the President of the Faculty as deemed necessary or as the result of a petition as allowed in Article IV, Section 5.

Section 3. Calling of Meetings

The primary authority to convene meetings of the Faculty of the College of Liberal Arts resides in the President of the Faculty. Upon presentation to the President of the Faculty or to the Executive Committee of the Faculty of a petition requesting a special meeting of the Faculty, and that it is signed by one third of the faculty members required for a quorum, or one-third of the student body of the College of Liberal Arts or the Hamilton Holt School, the President of the Faculty or the Executive Committee of the Faculty shall call the requested meeting. The meeting normally shall take place within seven workdays of receipt of the petition.

Section 4. Quorum

The quorum for regular meetings shall consist of one-third of the voting members of the

Faculty of the College of Liberal Arts. The Dean of the Faculty shall supply this number to the President of the Faculty at the beginning of each academic year.

Section 5. Petitions of Review

Upon presentation to the President of the Faculty of a petition of review signed by one third of the faculty members required for a quorum or one fifth of the student body any decision of the College administration which changes the letter or spirit of College policy must be submitted for review to a meeting of the Faculty of the College of Liberal Arts. Any student or faculty member may initiate such a petition. Notice of the petition and its contents shall be distributed to the faculty seven days prior to the meeting. If the faculty votes to oppose such a decision, the President of the College shall address the faculty on his or her resolution of the issue.

Section 6. Rules to Order

Robert's Rules of Order, when not in conflict with these bylaws, shall be used as authority for the conduct of meetings of the Faculty of the College of Liberal Arts. The Faculty shall be served by a Parliamentarian, who shall be appointed for a two-year term by the Executive Committee of the Faculty from among the voting membership of the Faculty of the College of Liberal Arts. Records of the faculty's deliberations shall be approved by the faculty and published in the College archives.

ARTICLE V

GOVERNANCE STRUCTURE

Section 1. Governance Structure

The Faculty has delegated certain of its responsibilities to the Executive Committee of the Faculty and to three standing committees. These bodies shall act on behalf of and report to the Faculty. The normal legislative process is from committee to Executive Committee to the Faculty. Service on standing committees is a professional duty of any faculty member selected.

Section 2. Elections

For divisional representatives to governance committees of the College of Liberal Arts, the President of the Faculty shall solicit self-nominations and conduct an electronic vote within the divisions to determine these representatives. At-large faculty representatives shall be elected to the standing committees at the regular meeting of the Faculty in March, or in no case later than April. The Executive Committee of the Faculty prepares at-large nominations and publishes the slate at least seven days prior to election, but additional nominations may be tendered from the floor. The Executive Committee of the Faculty will nominate a slate of members at the rank of Full Professor to the All-Faculty Appeals Committee (two members,

two alternates) and the Faculty Evaluation Committee (FEC). Elections shall also be held for faculty membership to All-College advisory committees. All nominations require consent of the nominee.

Section 3. Vacancies

Should unforeseen at-large vacancies occur, the Executive Committee of the Faculty nominates a replacement at least seven days prior to approval by the Faculty of the College of Liberal Arts. Such elections may be accomplished by electronic ballot or during a special meeting of the Faculty. Should unforeseen divisional vacancies occur, replacements shall be nominated and elected from within the divisions by electronic ballot distributed by the President of the Faculty. A majority of the electoral unit represented by any faculty committee member may recall the representative at any time.

Section 4. Procedures

The College of Liberal Arts divisions and their constituent units are:

Expressive Arts: Art and Art History, Music, and Theatre and Dance;

Humanities: English, Modern Languages and Literatures, Philosophy and Religion, and Critical Media and Cultural Studies;

Science and Mathematics: Biology, Chemistry, Environmental Studies, Mathematics and Computer Science, Psychology, and Physics;

Social Sciences: Anthropology, Economics, History, Political Science, and Sociology;

Social Sciences (Applied): Communication, Graduate Studies in Counseling, Education, Olin Library, and Health Professions;

Business: Business and Social Entrepreneurship

The President of the Faculty shall be a tenured member of the Faculty of the College of Liberal Arts. The Vice President/Secretary shall be a tenured or tenure-track member of the Faculty.

Unless otherwise specified in these bylaws, each faculty representative normally shall be elected for a two-year term of office that shall begin June 1. Terms of office shall be staggered. No faculty member shall serve more than two consecutive terms on any standing committee. No member of the Faculty shall serve concurrently on two standing committees.

The standing committees shall elect a chair and recording secretary from the faculty membership of their respective committees at their first meeting. The chair of each standing committee shall be a tenured member of the Faculty. The secretaries shall keep the minutes of

each meeting and submit approved minutes to the College archives.

All standing committees shall meet at least monthly during the academic year. Division representatives to the Executive Committee shall hold division meetings at least twice per semester.

The chairs of standing committees and all-college committees usually will report the activities of their committees to each meeting of the Faculty, with a minimum of one report per semester, and are responsible for communicating the agendas, concerns, and work of their committees to the appropriate administrators in a timely and systematic fashion.

ARTICLE VI

THE EXECUTIVE COMMITTEE OF THE FACULTY OF THE COLLEGE OF LIBERAL ARTS

Section 1. Membership

The Executive Committee of the Faculty is constituted of nine voting members and seven non-voting members. Voting membership shall consist of the President of the Faculty, one faculty representative from each division of the College of Liberal Arts (elected by division), and the chairs of the Curriculum and Faculty Affairs Committees. The non-voting membership shall consist of the President of the Student Government Association, the President of the College, the Provost, the Dean of the Hamilton Holt School, the Dean of the Faculty, the Associate Dean of Academics, and the Parliamentarian of the Faculty.

Section 2. Responsibilities and Duties

The Executive Committee of the Faculty has primary responsibility for the interpretation and annual review of the Bylaws of the Faculty of the College of Liberal Arts. The Committee sets the agenda for meetings of the Faculty. The Committee refers business to the appropriate standing committees; creates ad hoc committees; reviews proposed committee legislation and brings appropriate approved legislation to the Faculty or returns it to committee; and acts for the Faculty when a quorum cannot be assembled.

The Committee provides consultation, advice, and recommendations on matters such as existing programs, accreditations, resource needs (including new faculty), future directions, new academic programs, and new initiatives.

The Committee hears appeals of decisions by faculty governance committees, excluding those pertaining to promotion and tenure, grievances, and student appeals. The Committee reviews the charge and faculty membership of all advisory and All-College committees, including administrative search committees and meetings with the Board of Trustees.

ARTICLE VII

STANDING COMMITTEES OF THE FACULTY OF THE COLLEGE OF LIBERAL ARTS

Section 1. The Curriculum Committee (CC)

Responsibilities and Duties

The Curriculum Committee reviews and approves all policy matters concerning curriculum for all undergraduate and graduate academic programs (regular, summer session, and special programs, e.g. intersession), general education requirements, student academic standards and honors, academic advising, continuing and graduate education programs of Rollins College including the Hamilton Holt School, and all matters pertaining to academic schedules and calendars.

The Committee reviews departmental proposals for faculty lines with supporting information from the Dean of the Faculty and offers comment to the Dean of the Faculty and departments with a period of optional revision. The Executive Committee of the Faculty makes the final recommendations to the Dean of the Faculty and Provost about line allocation.

The Committee monitors the alignment of staffing and enrollment within and across departments and ensures that academic policies are clearly and unambiguously stated and consistent with the mission of the College.

Membership

The Curriculum Committee is constituted of eleven voting members and two non-voting members. The voting membership shall be one faculty representative from each division of the College of Liberal Arts (elected by division), four faculty representatives elected by the Faculty at-large, and one student selected by the Student Government Association. The non-voting membership includes the Dean of the Faculty and the registrar(s).

Section 2. Faculty Affairs Committee (FAC)

Responsibilities and Duties

The Faculty Affairs Committee has primary authority and responsibility in all policy matters dealing with the professional welfare of the Faculty. The Committee reviews and revises all proposed changes to the bylaws and consults with the administration and provides advice on issues related to compensation, budget, and other

financial matters of the College of Liberal Arts.

Membership

Membership of the Faculty Affairs Committee consists of nine voting members and one non-voting member. The voting membership shall be one faculty representative from each division of the College of Liberal Arts (elected by division) and three faculty representatives elected by the Faculty at-large. The non-voting membership includes the Dean of the Faculty.

Meetings

The meetings of the Faculty Affairs Committee are open to any member of the Faculty.

Section 3. Faculty Research and Development Committee (FRDC)

Responsibilities and Duties

The Faculty Research and Development Committee reviews most internal grant allocations for the

Faculty of the College of Liberal Arts and makes recommendations of these grant awards to the appropriate administrator. Grants to be reviewed by the Faculty Research and Development Committee include, but are not limited to, grants supporting teaching and research, including FYRST grants, Critchfield, Ashforth, Cornell Research, Individual Development, FITI, OER, and Course Development grants. Proposals for the Student-Faculty Collaborative Scholarship program will also be evaluated by this committee. A representative from the Faculty Research and Development Committee will join the Global Initiatives Committee for their review of the Rollins Internationalization Grants (RIG). This committee oversees and makes necessary revisions to grant proposal forms and receives and reviews mid-year and final grant reports submitted by faculty grant recipients.

Membership

Membership of the Faculty Research and Development Committee consists of seven voting members and three nonvoting members. The voting membership shall be one faculty representative from each division of the College of Liberal Arts (elected by division) and one faculty representative elected by the Faculty at-large. The non-voting membership includes the Dean of the Faculty, the Director of the Endeavor Center, and the Director of Grants and Sponsored Research.

Meetings

The meetings of the Faculty Research and Development Committee are only open to the Faculty when the meeting agenda is not the review or allocation of grants.

Section 4. Eligibility

Notwithstanding anything contained in these bylaws to the contrary, faculty members who serve on any standing committee of the Faculty must be tenured or on official tenure track in the College of Liberal Arts.

ARTICLE VIII

FACULTY APPOINTMENTS AND EVALUATIONS

A. FACULTY APPOINTMENTS

Faculty members shall be appointed to and reviewed by a single academic department, but teaching and service responsibilities may be distributed among different programs. In such cases, more than one Dean may be involved in the evaluation of a candidate, and so all statements in Article VIII pertaining to a Dean or Dean of the Faculty should be interpreted as applying to "Deans" when this is the case. Likewise, in programs headed by a Director rather than a Dean, all statements in Article VIII pertaining to a Dean should be interpreted as applying to a "Director." All reports and recommendations and any responses by candidates will be in writing. Recommendations regarding candidacy for tenure or promotion must clearly support or not support the candidate. Notices of reappointments and non-reappointments are the responsibility of the President and will be in writing. These letters are sent out by the Provost on behalf of the President.

Section 1. New Appointments

No tenure-track appointment may last beyond seven years without the faculty member being granted tenure, with the exception of faculty members on parental leave for childbirth or adoption who accept an extension in accordance with Rollins College Policy. Faculty beginning the tenure track between Fall 2015 through Fall 2019, may, by no later than June 30 of the year prior to their tenure review year, declare in writing to the Dean of the Faculty that they wish a one-year extension of their tenure clock. The extension will convert the faculty member's fifth year on the tenure track to one non-counting year. The timeline for pre-tenure evaluation and course release in years one through four is unchanged. This provision automatically expires once these faculty have been accommodated, as described in this bylaw. No visiting faculty appointment may last beyond six consecutive years. Initial appointments of tenure-track faculty shall normally be for a two-year period. All faculty appointments shall be made by the President with the advice of the Provost, who may act as the President's agent, and the Dean of the Faculty.

All tenure-track appointments will be made as the result of national searches. The department to which the candidate will be appointed will usually conduct the search. Search committees shall have one faculty member from outside the department who will be appointed by the Dean of the Faculty in consultation with the department. The appointee will be a voting member of the search committee. The recruitment and selection of candidates for faculty appointments will conform with the equal employment opportunity and affirmative action policies of the College.

The Dean of the Faculty shall not recommend the appointment of anyone of whom a majority of the voting tenured and tenure-track members of the appointee's department does not approve.

While faculty members are not normally hired with tenure, this option is permitted in the special circumstance of appointment to endowed chairs. In such a case, the candidate must possess the rank of Associate or Full Professor at the previous institution and already have been granted tenure at that institution.

If the endowed chair is in a specific discipline, a search committee will be formed within the appropriate department with representation from at least one other department appointed by the Dean of the Faculty. The committee will set out the criteria necessary for a successful candidate to the position. If the chair is not department based, the Dean of the Faculty will appoint a search committee consisting of representatives from relevant departments and programs.

When the search committee has reached a final decision, it will send a letter of recommendation to the Faculty Evaluation Committee (as defined below). The search committee and the FEC, in assessing the merit of the candidate, along with the usual evaluation of research and service, will give special consideration to teaching quality in their evaluation. The FEC will examine the credentials of the candidate and will give the Dean of the Faculty its approval or disapproval of the recommendation of the search committee, based on a stringent evaluation of the candidate against the tenure guidelines of the department or program. The Dean of the Faculty will then pass along to the Provost his or her recommendation as well as the recommendation from the FEC. The Provost in turn will make a recommendation to the President, who then makes the final decision on the appointment.

Section 2. Reappointments

Reappointments normally occur annually after the initial appointment. However, a department or program may recommend reappointment contracts of two or three years, subject to the concurrence of the Dean of the Faculty. All appointments and reappointments made during a

faculty member's probationary period are terminal appointments for not more than three years. Visiting appointments are for not more than three years.

Reappointment evaluations are conducted by the Candidate Evaluation Committee (CEC), as defined below. Reappointments shall be made by the President only with the approval of the CEC and a majority of the tenured and tenure-track members of the department, after review by the Dean of the Faculty and the Provost.

In the case of a renewable one-year academic year appointment, notice of non-reappointment must be sent in writing to the candidate not later than March 1. In case of a two-year academic appointment, a written notice of non-reappointment must be sent to the candidate not later than December 15. If a one-year appointment is terminated during an academic year, the candidate must be notified in writing at least three months in advance of its termination. If a two-year appointment is terminated, the candidate must be notified in writing at least six months in advance of its termination. After two or more years of service, notice of non-reappointment must be given not later than twelve months before the expiration of the appointment.

B. CRITERIA FOR FACULTY EVALUATION

Section 1. General Criteria

The education of students is the primary mission of Rollins College. To that end the role of the Faculty involves teaching, research and scholarship, and service as interrelated components that serve this mission. Rollins values teaching excellence above all. We see scholarship and service as concomitant to good teaching. We expect candidates for tenure and promotion to demonstrate scholarly interests and give evidence of an active scholarly life. We expect candidates for tenure and promotion to engage in service within the College and to demonstrate how service outside the College is connected to the mission of the College.

We expect candidates to make a case for tenure and promotion. Tenure and promotion represent recognition by the College community that a faculty member has met Rollins' standards for membership and achievement. We expect every faculty member to adhere to professional standards, as well as to demonstrate the commitment to rational dialogue that is required for cooperative relations among colleagues and the promotion of knowledge and understanding among students. To receive tenure and promotion, the candidate must demonstrate that he or she has contributed, and will continue to contribute, to the College's educational mission and goals in spirit as well as substance. In making the case for tenure and promotion, the candidate should address the following categories:

Teaching: Rollins College expects the candidate to demonstrate both high competence in their field(s) and the ability to convey knowledge of their field to students. While we recognize the legitimacy of a wide variety of teaching methods, the candidate must be able to organize coherent and useful courses, stimulate student thought, challenge student assumptions, and establish a realistic but demanding set of expectations. Means of evaluation in this area include course evaluations, classroom visits, review of course syllabi, writing or conversations

with colleagues about their performance, and evidence of effective communication skills. Evaluation of the quality of teaching need not be limited to on-load courses but can include student advising and over-load teaching. The candidate must demonstrate excellence as a teacher to merit tenure or promotion.

Research and Scholarship. We expect the candidate to demonstrate scholarly accomplishment, as well as ongoing intellectual activity directed toward making a contribution to his or her fields(s) and/or toward the extension or deepening of intellectual competence. We recognize the value not only of scholarship in a particular academic discipline, but also of inter-disciplinary scholarship and pedagogical research. Accomplishments in this area may be demonstrated, as appropriate, by the following: scholarly writings submitted for review by one's peers and accepted for publication, presentation of papers at professional meetings, creation of art or performance, serving as a session organizer or discussant at professional conferences, participation in scholarly activities such as seminars in which written scholarly work is required, service as a referee or reviewer for professional journals and/or publishers or professional conferences, invited lectures and performances, the receipt of grants or fellowships from which scholarly writing is expected, public performance, and the publication of journal articles or books. These activities must represent a pattern of professional development, suggesting intellectual and scholarly life that will continue after the awarding of tenure or promotion.

These requirements are the same for tenure and promotion, except that the College has higher expectations for candidates for promotion to Professor. Given the time that normally elapses before a candidate can apply for promotion to Professor, he or she must be able to demonstrate a stronger record of scholarly accomplishment to merit promotion.

College Service: We expect every faculty member to make a contribution to the College community beyond the classroom and beyond his or her research efforts. Contribution to the College community beyond the classroom should include, for example, such services as participation in College committees (including search committees), participation in faculty governance committees, participation in ad hoc committees, involvement in student activities, effectiveness and cooperation in departmental and inter-departmental programs, active and effective participation in the cultural and intellectual life of the College, and service in the outside community. Development of academic, curricular, and other programs that enrich the life of the College can weigh heavily in considering a candidate's College service.

The commitment to advising (students, organizations, programs) can also be seriously considered in evaluating a candidate's College service. Student advising includes not only accepting a reasonable number of advisees, consistent with the candidate's other responsibilities, and making oneself available to students outside of the class on a regular basis, but also interacting with students outside of class regarding issues and interests in the courses a candidate teaches and discussing with advisees their overall academic program, course selection, and career concerns.

Service to the College can take many forms, and Rollins recognizes the variety of contributions made by individual faculty members that contribute to the mission of the College.

Section 2. Departmental Criteria

Each department, with the concurrence of the Faculty Evaluation Committee, shall determine how the above criteria shall be defined and applied for faculty evaluations in particular academic disciplines, providing to the FEC explicit standards for teaching, scholarship, and service for tenure and promotion to Associate Professor and Professor, including standards specific to the discipline. The department shall provide a rationale in support of their standards. The department must reevaluate and resubmit these criteria to the FEC every five years, or earlier if the criteria have been revised. Any department with a candidate for tenure will use the set of criteria in effect at the time of the candidate's hiring, unless the candidate chooses to use the most recent criteria at the time they take effect. In all other cases, the set of criteria in effect three years prior to the candidate's evaluation will be used, unless the candidate chooses to use the most recent criteria at the time they take effect.

Section 3. Specific Criteria for Reappointment and Promotion

No reappointment or promotion, except as provided below for instructors who receive the terminal degree, is to be regarded as automatic, but must be earned by merit as demonstrated by all applicable activities. Promotions in rank shall be made in accord with the general criteria of the College and the specific criteria described below. They will go into effect September 1 following the evaluation proceedings.

Reappointment: Criteria for reappointment shall be the same as those for tenure and promotion, with the understanding that the candidate is evaluated for the promise of excellence in teaching, research and scholarship, and College service.

Promotion to Assistant Professor: For persons employed at the initial rank of instructor pending attainment of the terminal degree, promotion to the rank of Assistant Professor will be automatic and take effect upon official confirmation of their receiving the terminal degree.

Instructors who have not received the doctorate or the terminal degree in the appropriate field may be promoted to Assistant Professor only if the majority of the Candidate Evaluation Committee and the Dean of the Faculty conclude that all criteria for reappointment have been met and that the individual's continued employment is justified by exceptional conditions, such as: the individual's contribution to the College has been outstanding, and if applicable, progress on the terminal degree is significant enough so that this degree will be awarded within a year.

No candidate without the terminal degree will be promoted without the approval of a majority of those on the Candidate Evaluation Committee.

Promotion to Associate Professor: Persons holding the rank of Assistant Professor may be promoted to the rank of Associate Professor upon and not before the award of tenure.

Promotion to Professor: Faculty members with the terminal degree in the appropriate field holding the rank of Associate Professor may be awarded promotion to Professor, after a minimum of five years full time experience at the rank of Associate Professor, of which at least three years have been at this institution. The Board of Trustees, upon recommendation by the President, may waive this minimum duration, but only in exceptional circumstances. The delineation of these circumstances will be determined by each Candidate Evaluation Committee in consultation with the Faculty Evaluation Committee and the Dean of the Faculty.

For promotion to the rank of Professor, the individual must receive the positive recommendation of a majority of the Candidate Evaluation Committee. The Provost will make a separate report and recommendation to the President. Promotions to the rank of Professor shall be made by the Board of Trustees and upon the recommendation of the President.

C. PROCEDURES FOR ANNUAL REVIEW OF UNTENURED FACULTY

The Candidate Evaluation Committee (CEC) (formed by December 1) will conduct annual evaluations of all tenure-track faculty. The candidate will submit materials for review, including a professional assessment statement, to the CEC by January 1. The evaluation will be documented in a report addressed to the Dean of the Faculty and placed in the candidate's permanent file by February 15. The report should include an analysis and evaluation of the candidate's progress toward tenure, based on the criteria set forth in the bylaws and in individual departmental criteria.

These annual evaluations are to be conducted for every year in which neither a tenure evaluation nor a comprehensive mid-course evaluation takes place.

Departmental evaluations are to be conducted every year for Visiting Professors of any rank. The evaluation will be documented in a report and placed in the faculty member's departmental file by February 15. The report should include an analysis and evaluation of the faculty member's accomplishments in meeting department and College expectations.

D. PROCEDURES FOR POST-TENURE EVALUATIONS

The CEC, with the support of the Dean of the Faculty, is charged with the responsibility of encouraging improved teaching and professional development for all members of the Faculty. Tenured faculty will normally be evaluated every seven years, two years before their eligibility for a sabbatical. Exceptions may be recommended by the Dean of the Faculty, with the approval of the Faculty Affairs Committee.

While the primary purpose of continued assessment is to promote improved teaching and professional development, it also assists tenured faculty in the identification of strengths and correction of any deficiencies. Should the CEC or the Dean of the Faculty detect

deficiencies which are particularly significant, the evaluation proceedings may be initiated at any time.

The faculty member's professional assessment statements play a primary role in these seven- year evaluations. The faculty member creates a professional assessment statement called the Faculty Development Plan. This plan, with supporting documents, goes to the members of the CEC to review by January 1. The CEC then meets with the faculty member to discuss the professional assessment statement and writes a brief letter of evaluation in response to it, noting their developmental assessment of the faculty member and how the plans fit into the department's goals. This letter is sent to the Dean of the Faculty by April 15 of the penultimate year before the faculty member is eligible for a sabbatical.

Deans play a central role in providing ongoing encouragement and support for faculty efforts at professional development. The Dean of the Faculty meets with the faculty member separately to discuss the professional assessment statement, and supporting documents, and the letter of the CEC. The Dean of the Faculty then writes a brief letter of evaluation, stating points of concurrence or disagreement. The faculty member receives a copy of this letter by August 15 of the evaluation year.

Both letters, along with the Faculty Development Plan, and other supporting materials, are placed in a file for the faculty member that is kept in the office of the Dean of the Faculty. While a faculty member has reasonable latitude for changes of professional direction, this file is then used in decisions about release time, requests for funding, and merit awards.

Timeline for Annual and Post-Tenure Review:

	Annual	Post-Tenure
Notification by Dean's office of eligibility	N/A	April 15
CEC formed by:	December 1	December 1
Candidate materials submitted to CEC and (post-tenure only) the Dean	January 1	January 1
CEC's letter to Dean and candidate by:	February 15	April 15
Dean's letter to candidate and CEC by:	N/A	August 15

E. PROCEDURES FOR MID-COURSE, TENURE, AND PROMOTION REVIEWS

Section 1. Candidate Evaluation Committee Structure and Evaluation

a. Membership

The chair of the department to which the candidate has been appointed, in consultation with members of that department, shall select a Candidate Evaluation Committee by May 15 prior to the academic year in which the evaluation takes place. The CEC normally consists of the Chair of the department (unless the Chair is being evaluated) and a minimum of two additional tenured members of the department who are selected by a majority of all full-time tenured or tenure-track members of the department, without excluding tenured members who wish to

serve. In addition, a member of the FEC serves as an ex officio (non-voting) member when the candidate is being evaluated for tenure or promotion. If two additional tenured members of the department are unavailable, non-tenured tenure-track members may be appointed. If non-tenured tenure-track members are unwilling or unavailable to serve, the department Chair, with the advice of the candidate and the approval of the CEC, will select tenured members from outside the department to serve on the CEC. If the department Chair is the candidate being evaluated, another member of the department shall be selected as CEC chair. The chair of the CEC will notify the FEC, the Dean of the Faculty, and the candidate of the members of the CEC by June 1.

For candidates with teaching or service responsibilities in more than one department or program, the CEC, with the advice of the candidate, will add to the CEC one more tenured faculty member, or non-tenured faculty member, if a tenured faculty member is unavailable. This faculty member should have greater familiarity with the work of the candidate outside the department to which the candidate was appointed. If such a faculty member is unavailable, the Dean of the Faculty will select a tenured faculty member to serve on the CEC.

b. Collection of Materials Required for Review

In addition to the materials submitted by the candidate, as outlined below, the Chair of the CEC has the responsibility for collecting materials required for the evaluation, including letters from tenured members of the department and/or department letters signed by the tenured members of the department, and student evaluations, and making them available electronically for members of the CEC, FEC, and the Dean of the Faculty.

At the candidate's request, for the assessment of the candidate's scholarship, two peer evaluators from institutions other than Rollins will be selected by the Chair of the CEC and the Dean of the Faculty from a list submitted by the candidate. The Chair then contacts the peer evaluators and requests their evaluation of the candidate's scholarship. The candidate's request must be made in writing to both the Dean of the Faculty and the Chair of the CEC by June 15.

c. Review by Candidate Evaluation Committee

After each member of the CEC has reviewed the candidate's file, the CEC meets with the candidate to discuss the activities addressed in the file. Issues that the CEC considered relevant to the evaluation that might not have been addressed by the candidate are also raised here. The CEC then approves a report and recommendation written by the Chair. The report and recommendation records the vote of the CEC. The report and recommendation are sent electronically to the candidate, the Dean of the Faculty, and the FEC.

If the CEC makes a positive recommendation, it gives reasons for its recommendation in the report. In the cases of a recommendation against awarding tenure or promotion, the CEC gives reasons for its conclusion. No candidate is tenured or promoted without the approval of a majority of the CEC. The candidate is given a copy of the report and recommendation, and has the opportunity to respond in writing, within one week, sending their response to all of

the appropriate entities in the process.

Section 2. Faculty Evaluation Committee Structure and Evaluation

a. Membership

This committee is constituted of six members and one alternate, all of whom must hold the rank of full professor. All members except the alternate are voting members. When the number of faculty to be reviewed by Faculty Evaluation Committee in a given year exceeds eighteen faculty, the alternate becomes a full voting member of the committee for that year. No more than five committee members will participate in the evaluation of any given candidate. Members of the Faculty Evaluation Committee are nominated by the Executive Committee of the Faculty and ratified by the Faculty by simple majority vote. Membership will normally include one tenured professor from each division of the College of Liberal Arts with consideration given to issues of diversity. Members will serve staggered three-year terms and may not serve consecutive terms. Members of the FEC receive one course-released time every year they serve on the Committee.

b. Responsibilities and Duties

The Faculty Evaluation Committee will review and approve departmental criteria for evaluating mid-course, promotion, tenure, or post-tenure candidates every five years. It will also recommend policies, procedures, and standards for the conduct of faculty evaluations. The Faculty Evaluation Committee will also conduct a review of each mid-course, promotion, or tenure candidate based on their review materials and interviews with each candidate. The Faculty Evaluation Committee will report recommendations in writing to the Provost, with copies sent to the Dean of the Faculty, Candidate Evaluation Committee, and the candidate.

c. Meetings

Meetings of the Faculty Evaluation Committee are open to any member of the Faculty when the agenda is the review and recommendation of policies, procedures, or standards for the Committee or departments. Committee meetings are closed when the agenda is the review and evaluation of candidates for mid-course review, promotion, and/or tenure.

d. Access to Information

The Faculty Evaluation Committee has access to the candidate's file and all other materials considered at other stages of the evaluation process, and can request additional information from the Dean of the Faculty. It is always appropriate for the FEC to introduce additional information that might not have been included by the CEC or the Dean of the Faculty. The FEC also has the authority to call in anyone it needs for consultation, especially where there is disagreement between parties at different stages of the evaluation process.

e. Review by the Faculty Evaluation Committee

The FEC conducts its own evaluation of each candidate for tenure and promotion. The evaluation

will be based on the following sources: the written report and recommendation by

the CEC, the department's approved criteria for tenure or promotion, the assessment of external evaluators (when requested by the candidate), the report and recommendation of the Dean of the Faculty, the candidate's professional assessment statement, an interview with the candidate, and any other material or information that the FEC has obtained in the exercise of its duties. The FEC may also consult with the CEC, the Dean of the Faculty, or any other member of the community.

The FEC cannot challenge substantive requirements of a department for tenure or promotion that has approved criteria. The FEC will require the evaluation from the CEC to adhere to its approved criteria, both procedural and substantive.

Upon completion of its review of its candidates, the FEC writes a report and recommendation. The recommendation of the FEC may agree or disagree with that of the CEC or of the Dean of the Faculty. In the event of a negative evaluation by the FEC, the FEC will consult with the CEC on points of disagreement. If the FEC is still not satisfied with the arguments of the CEC, it submits its negative recommendation to the Provost for their report and recommendation.

Section 3. Comprehensive Mid-Course Evaluation

Prior to the tenure review, each candidate for tenure and promotion will receive one comprehensive mid-course evaluation. The CEC, the Dean of the Faculty, and the FEC will each prepare a written report detailing the perceived strengths and weaknesses of the candidate, including specific comments regarding directions the candidate might pursue to strengthen his or her case for tenure or promotion.

A candidate for promotion to Professor has the right to make a written request to the relevant department head and Dean of the Faculty for a comprehensive mid-course evaluation. The subsequent evaluation for promotion can take place no earlier than two years after the mid-course evaluation.

a. Notifi cation

The comprehensive mid-course evaluation will take place in the spring of the candidate's third year.

The review for tenure or promotion is conducted in the academic year preceding the award. Tenured appointments or promotions commence September 1 of the year following the award. By April 15 of each year, the Dean of the Faculty notifies, in writing, those faculty members eligible for tenure review and /or promotion evaluation the following fall. Having received the Dean of the Faculty's notification of eligibility, candidates seeking evaluation must inform the Dean of the Faculty in writing by May 15. The Dean of the Faculty then provides him or her with a timetable for the evaluation process and a description of the materials she or he must assemble for the evaluation file (the professional assessment statement, course syllabi, information the candidate deems relevant to the evaluation).

**b. The
Candida
te**

At the time of the tenure and/or promotion evaluation, each candidate is expected to make a written statement of their activities since her/his last evaluation. All relevant professional activities are addressed: teaching, research and scholarship, and College service. The statement includes the candidate's assessment of his or her successes and failures, as well as a plan for future development. In the area of scholarly research, the College is particularly interested in knowing:

- how the candidate has developed professionally since the last formal evaluation
- how the candidate's research interests and professional activities constitute a coherent path of development, and
- how the candidate's research interests are connected to his or her academic life

Since each candidate's application is judged by colleagues from the College community, as well as those from his or her particular academic discipline, the professional assessment statement plays a critical role in making determinations about the candidate's professional competence and quality of mind. While a faculty member has reasonable latitude for changes of professional direction, the professional assessment statement is used to make determinations about the candidate's professional development in subsequent evaluations and may be consulted when determinations are made about requests for funding and release time support.

The candidate must submit their materials electronically to the CEC, Dean of the Faculty, and FEC by the first day that the college is open for business in January. Submission of materials by this date is final and candidates cannot retract their intent to seek a midcourse evaluation once these materials have been submitted.

**c. Evaluation by Candidate Evaluation
Committee**

Having reviewed the candidate's file, interviewed the candidate, and deliberated, the CEC writes a report and recommendation, which makes a case for or against the candidate and sends it electronically, along with the letters from the outside evaluators if applicable, to the FEC, with copies to the Dean of the Faculty and candidate, by February 15. The candidate may choose to write a response to the report and recommendation, and should send this response electronically to the FEC, the Dean of the Faculty, and the CEC within one week.

**d. Evaluation by the Dean of the
Faculty**

Based on the candidate's file as well as her/his knowledge of the candidate, the Dean of the Faculty conducts a separate evaluation. The Dean of the Faculty may also consult with the CEC, the candidate, or any other members of the community.

For mid-course evaluations, the Dean of the Faculty submits a report and recommendation to the candidate, the CEC, the FEC, and the Provost no less than one week before its meeting with the candidate. The candidate may choose to write a response to the report and recommendation, and should send this response electronically to the FEC, the Dean of the

Faculty, and the CEC within one week.

e. Evaluation by the Faculty Evaluation Committee

Having received the recommendations of the CEC and the Dean of the Faculty, and after reviewing the candidate's file, interviewing the candidate, and deliberating, the FEC will write a report and recommendation and send it to the candidate, the CEC, and the Dean of the Faculty by May 15.

Section 4. Tenure and Promotion to Associate Professor Evaluation

a. Eligibility

Normally, a candidate is eligible for the awarding of tenure in her/his seventh year of a tenure-track appointment at Rollins, with the possibility for earlier consideration if the candidate has had prior experience. Individuals with three years full-time experience at the Assistant professor level or higher at other institutions may be awarded tenure in their sixth year at Rollins. Individuals with four or more years full-time experience at the Assistant Professor level or higher at other institutions may be awarded tenure in their fifth year at Rollins. Individuals who have had full-time experience at the Assistant Professor level or higher at Rollins in a visiting position may use their Rollins' visiting experience as tenure-track, or may utilize up to the full seven-year tenure-track probationary period.

b. Notification

The review for tenure or promotion is conducted in the academic year preceding the award. Tenured appointments or promotions commence September 1 the year following the award.

By April 15 of each year, the Dean of the Faculty notifies, in writing, those faculty members eligible for tenure review and/or promotion evaluation the following fall. Having received the Dean of the Faculty's notification of eligibility, candidates seeking evaluation must inform their department chair and the Dean of the Faculty in writing by May 15. The Dean of the Faculty then provides her/him with a timetable for the evaluation process and a description of the materials each candidate must assemble for the evaluation file (the professional assessment statement, course syllabi, samples of exams and other assignments, samples of written work, and any other information the candidate deems relevant to the evaluation).

c. The Candidate

At the time of the tenure and/or promotion evaluation, each candidate is expected to make a written statement of their activities since their last evaluation. All relevant professional activities are addressed: teaching, research and scholarship, and College service. The statement includes the candidate's assessment of her/his successes and failures, as well as a plan for future development. In the area of scholarly research, the College is particularly

interested in knowing:

- How the candidate has developed professionally since the last formal evaluation
- How the candidate's research interests and professional activities constitute a coherent path of development
- How the candidate's research interests are connected to their academic life

Since each candidate's application is judged by colleagues from the College community, as well as those from her/his particular academic discipline, the professional assessment statement plays a critical role in making determinations about the candidate's professional competence and quality of mind. While a faculty member has reasonable latitude for changes of professional direction, the professional assessment statement is used to make determinations about the candidate's professional development in subsequent evaluations and may be consulted when determinations are made about requests for funding and release time support.

The candidate must submit their materials electronically to the CEC, Dean of the Faculty, and the FEC by July 1. Submission of materials by this date is final and candidates cannot retract their intent to seek a tenure and/or promotion evaluation once these materials have been submitted.

d. Evaluation by the Candidate Evaluation Committee

Having reviewed the candidate's file and deliberated, the CEC writes a report and recommendation, which makes a case for or against the candidate and sends it, along with the letters from the outside evaluators if applicable, to the FEC, with copies to the Dean of the Faculty and candidate, by October 1. The candidate may choose to write a response to the report and recommendation, and should send this response electronically to the CEC, the Dean of the Faculty, and the FEC within one week. Should the CEC make a negative recommendation, the candidacy cannot go forward except on appeal.

e. Evaluation by Dean of the Faculty

Having received a positive recommendation of the candidacy by the CEC, the Dean of the Faculty will conduct a separate evaluation. This will be based on the Dean of the Faculty's review of the candidate's file as well as her/his knowledge of the candidate. The Dean of the Faculty may also consult with the CEC, the candidate, or any other members of the community.

For tenure decisions, the Dean of the Faculty submits a report and recommendation addressed to the Provost but sent electronically to the FEC, the candidate, and the CEC at least one week before the candidate's meeting with FEC. The candidate may choose to write a response to the report and recommendation, and should send this response electronically to the CEC, the Dean, and the FEC within one week.

f. Evaluation by the Faculty Evaluation Committee

Having received the recommendations of the CEC and the Dean of the Faculty, and after reviewing the candidate's file, interviewing the candidate, and deliberating, the FEC will write a report and recommendation and send it to the candidate, the CEC, and the Dean of the Faculty by December 15. Should the candidate wish to challenge the recommendation of the FEC, they may send an electronic response addressed to the Provost, but also sent to the FEC, the Dean of the Faculty, and the CEC within one week.

It is the responsibility of the FEC to make the following materials available to the Provost by December 15: the candidate's file; the report and recommendation, together with the letters from outside evaluators, of the CEC; the report and recommendation of the Dean of the Faculty; the report and recommendation of the FEC and additional materials it used in its evaluation; and any optional responses to any of these by the candidate.

**g. Evaluation by
Provost**

Assessing the recommendations from the CEC, FEC, and the Dean of the Faculty, the Provost reviews the candidate's file and makes a recommendation to the President. For tenure decisions, this letter is submitted to the President by January 15. If the Provost accepts a positive recommendation of the CEC and recommends overturning a negative recommendation of the FEC, they submit reasons for their decisions in writing to the FEC and the candidate.

When a conflict occurs between the FEC and the CEC, or between FEC and the Dean of the Faculty, or when the FEC receives permission from the Provost to extend the date for submission of its report, the President may extend the date for the Provost's recommendation for a period not exceeding thirty calendar days from receipt of the FEC report and recommendation. The candidate will be notified by the President of such extension(s) and given a revised date for the Provost's recommendation to the President.

**h. Recommendation by
President**

Upon receiving the Provost's letter, the President makes a recommendation to the Board of Trustees. For tenure decisions, this recommendation is made at the February Board meeting. The decision of the Board is communicated to the candidate in writing five business days after the meeting. In the case of a negative decision, the candidate has until August 1 to file an appeal. Appointment to tenure and promotion to Associate Professor will go into effect September 1 following the vote of the Board.

**Section 5. Promotion to
Professor**

a. Eligibility

Faculty members with the terminal degree in the appropriate field holding the rank of Associate Professor may be awarded promotion to Professor, after a minimum of five years full time experience at the rank of Associate Professor, of which at least three years have been

at this institution. The Board of Trustees, upon recommendation by the President, may waive this minimum duration, but only in exceptional circumstances. The delineation of these circumstances will be determined by each CEC in consultation with the FEC and the Dean of the Faculty.

b. Notification of the Candidate

The review for promotion to Professor is conducted in the academic year preceding the award. Promotions commence September 1 of the year following the award.

By April 15 of each year, the Dean of the Faculty notifies, in writing, those faculty members eligible for promotion evaluation the following fall. Having received the Dean of the Faculty's notification of eligibility, candidates seeking evaluation must inform their chair and the Dean in writing by May 15. The Dean of the Faculty then provides her/him with a timetable for the evaluation process and a description of the materials that they must assemble for the evaluation file (the professional assessment statement, course syllabi, samples of exams and other assignments, samples of written work, and any other information the candidate deems relevant to the evaluation).

c. The Candidate

At the time of the promotion to Professor evaluation, each candidate is expected to make a written statement of his or her activities since their last evaluation. All relevant professional activities are addressed: teaching, research and scholarship, and College service. The statement includes the candidate's assessment of her/his successes and failures, as well as a plan for future development. In the area of scholarly research, the College is particularly interested in knowing:

- -how the candidate has developed professionally since the last formal evaluation
- -how the candidate's research interests and professional activities constitute a coherent path of development, and
- -how the candidate's research interests are connected to her/his academic life

Since each candidate's application is judged by colleagues from the College community, as well as those from their particular academic discipline, the professional assessment statement plays a critical role in making determinations about the candidate's professional competence and quality of mind. While a faculty member has reasonable latitude for changes of professional direction, the professional assessment statement is used to make determinations about the candidate's professional development in subsequent evaluations and may be consulted when determinations are made about requests for funding and release time support.

The candidate must submit their materials electronically to the CEC, Dean of the Faculty, and FEC by July 1. Submission of materials by this date is final and candidates cannot retract their intent to seek a promotion evaluation once these materials have been submitted.

d. Evaluation by the Candidate Evaluation Committee

Having reviewed the candidate's file and deliberated, the CEC writes a report and recommendation, which makes a case for or against the candidate and sends it, along with the letters from the outside evaluators if applicable, to the FEC, with copies to the Dean of the Faculty and candidate, by October 15. The candidate may choose to write a response to the report and recommendation, and this response will be sent to the CEC, the Dean of the Faculty, and the FEC within one week. Should the CEC make a negative recommendation, the candidacy cannot go forward except on appeal.

e. Evaluation by Dean of the Faculty

Having received a positive recommendation of the candidacy by the CEC, the Dean of the Faculty will conduct a separate evaluation. This will be based on the Dean of the Faculty's review of the candidate's file as well as her/his knowledge of the candidate. The Dean of the Faculty may also consult with the CEC, the candidate, or any other members of the community.

For promotion to Professor decisions, the Dean of the Faculty submits a report and recommendation addressed to the Provost but sent electronically to the FEC, the candidate, and the CEC no less than one week before FEC's meeting with the candidate. The candidate may choose to write a response to the report and recommendation, and should send this response electronically to the CEC, the Dean of the Faculty, and the FEC within one week.

f. Evaluation by the Faculty Evaluation Committee

Having received the recommendations of the CEC and the Dean of the Faculty, and after reviewing the candidate's file, interviewing the candidate, and deliberating, the FEC will write a report and recommendation and send it to the candidate, the CEC, and the Dean of the Faculty by April 1. Should the candidate wish to challenge the recommendation of the FEC, they may send a response addressed to the Provost, but sent also to the FEC, the Dean of the Faculty, and the CEC within one week.

It is the responsibility of the FEC to make the following materials available to the Provost by April 1: the candidate's file; the report and recommendation, together with the letters from outside evaluators, of the CEC; the report and recommendation of the Dean of the Faculty; the report and recommendation of the FEC and additional materials it used in its evaluation; and any optional responses to any of these by the candidate.

g. Evaluation by Provost

Assessing the recommendations from the CEC, FEC, and the Dean of the Faculty, the Provost reviews the candidate's file and makes a recommendation to the President. For promotion to Professor decisions, this letter is submitted to the President by April 15. If the Provost accepts a positive recommendation of the CEC and recommends overturning a negative

recommendation of the FEC, they submit reasons for their decisions in writing to the FEC and the candidate.

When a conflict occurs between the FEC and the CEC, or between the FEC and the Dean of the Faculty, or when the FEC receives permission from the Provost to extend the date for submission of its report, the President may extend the date for the Provost's recommendation for a period not exceeding thirty calendar days from receipt of the FEC report and recommendation. The candidate will be notified by the President of such extension(s) and given a revised date for the Provost's recommendation to the President.

h. Recommendation by President

Upon receiving the Provost's letter, the President makes a recommendation to the Board of Trustees. For promotion to Professor decision, this recommendation is made at the May Board meeting. The decision of the Board is communicated to the candidate in writing five business days after the meeting. In the case of a negative decision, the candidate has until August 1 to file an appeal. Appointment to Professor will go into effect September 1 following the vote of the Board.

Section 6. Timetable

	Mid-Course Evaluation	Tenure and Promotion	Promotion to Professor
Dean notifies Candidate re: eligibility	April 15	April 15	April 15
Candidate notifies Dean re: intention, CEC formed	May 15	May 15	May 15
CEC Chair notifies Dean, candidate, and FEC of CEC make up	June 1	June 1	June 1
Candidate electronically submits materials to CEC members, Dean, and FEC members	The first day that the college is open for business in January	July 1	July 1
CEC submits letter to candidate, Dean, and FEC Chair	February 15	October 1	October 15
Dean submits letter to candidate, CEC Chair, and FEC Chair	At least 1 week before candidate's FEC meeting	At least 1 week before candidate's FEC meeting	At least 1 week before candidate's FEC meeting
FEC submits letter to candidate, CEC Chair, and Dean	May 15	December 15	April 1
FEC submits letter to Provost	N/A	December 15	April 1
Provost submits letter to candidate, President	N/A	January 15	April 15

ARTICLE IX AMENDMENT PROCEDURE

These bylaws, or any provisions thereof, may be abrogated or amended at any meeting of the Faculty of the College of Liberal Arts by vote of two-thirds of those present, assuming a quorum, provided that a notice seven days prior to the meeting shall contain a copy of the proposed amendment or amendments. The amendment ultimately made need not be in the exact form in which it was sent to each faculty member, but must deal with the same subject matter.

Adopted 9-22-2016

Approved by the Board of Trustees 10-14-2016

Amended 11-17-2016 (Article V Section 4, Article VII Section 1)

Approved by the Executive Committee of the Board of Trustees 1-11-2017

Amended by the faculty of the College of Liberal Arts 3-1-18 and 3-22-18 (Article V Section 4, Article VIII E., Sections 2 & 5)

Approved by the Executive Committee of the Board of Trustees 8-29-2018

ATTACHMENT 2

Fall 2020 Potential Academic Calendar

- Delayed start by 3 weeks with Dec exams (68 days of instruction)
- First Day of Class: Sept 14
- No fall break, Thanksgiving break only Thurs and Fri
- Last Day of Class: Dec 18
- Reading day: Dec 19
- Final Exams: Sunday, Dec 20-Wed Dec 23

Would we drop intercession? When would we make grades due?

ATTACHMENT 3

Spring 2020 has been an unusual semester. You spent the first half of the semester in face-to-face classes with your professors and classmates, and then COVID-19 necessitated a shift to virtual learning environments for the second half of the semester. Amid these extraordinary circumstances, your professors still want your feedback and are hopeful that this form will help you share some thoughts on what went well and what might use some improvement.

Part 1: Hours per week

1. How many hours per week did you spend on this class while in-person (pre spring break)
2. How many hours per week did you spend on this class while online (post spring break)
3. How many hours per week did you spend on this class overall?

Part 2: Bank of suggested open-ended questions: Choose approximately three of these or create your own in the following section

1. What about this class facilitated your learning about the course topic?
2. What did the course professor do well to facilitate your learning?
3. What, if anything, could the course professor have done to better facilitate your learning?
4. Did the course challenge your critical thinking?
5. Did the course help you develop (insert learning goal here)?
6. What would you like to say about this course to a student who is considering taking it in the future?
7. How effective was your professor's support in the necessary transition to remote teaching after spring break?
8. What will you carry with you into other classes or other aspects of your life?

Part 3

Did the following aspects of the class HELP YOUR LEARNING?

Benefi	Neutral	Needs	N/A
cial to		improve	
my		ment to	
learni		help my	
ng		learning	

- The instructional approach taken in this class
- How the class topics, activities, reading and assignments fit together
- The organization of the class

- Custom question

Final question: Optional: What would you like your professor to know about your experience in this course?

Part 4: Add optional custom questions